NAVSEA Warfare Centers Alignment

All Hands Briefing

September 2, 2003

COMNAVSEA Guidance for Warfare Centers Phase II Alignment

1) Directed the effort to put in place processes that will result in NSWC & NUWC operating as a seamless entity with no encroachment or redundancy.

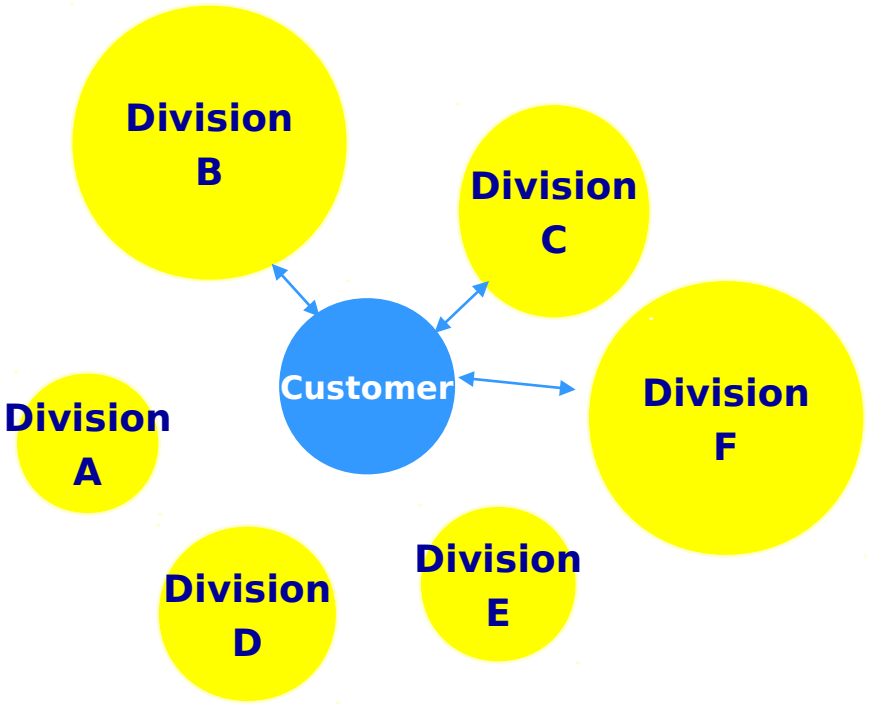
2) Directed the effort to instill discipline in work the Warfare Centers accept, and how they execute workload to ensure best value to the Navy and the Nation.

Breaking Down the Boundaries

What Is Different

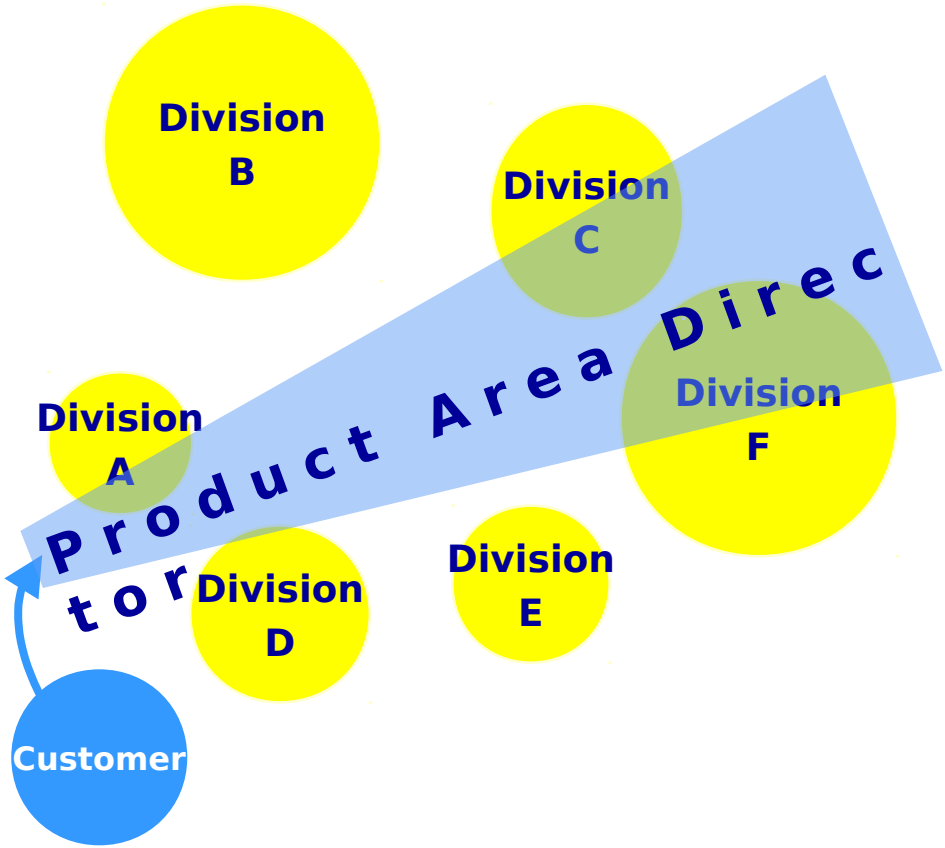
Now

- Geographic “Fenced” supply focus
- Independent customer entry
- Site-focused acceptance of tasking



Will be

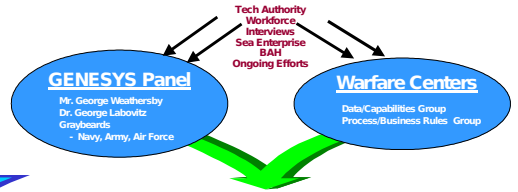
- Seamless supply focus
- Rules-based “centralized” customer entry
- Rules-based “centralized” task acceptance



We are breaking down the fence lines

Warfare Center Product Areas

1998 - 2000
Rand Core Equities Study



Transformation Plan
1) Work Assignment Alignment
2) Economic Alignment
3) Organizational Alignment

Force Level Warfare Systems
- Warfare Systems Analysis, Architecture and Requirements
- Warfare Systems Engineering, Integration, T&E and Assessment

Ships & Ship Systems
- Ship Integration and Design
- Hull Forms and Propulsors
- Machinery Systems and Components
- Structures and Materials
- Environmental Quality Systems
- Vulnerability and Survivability Systems
- Signature and Silencing Systems

Surface Ship Combat Systems
- Air and Surface Surveillance and Detection Systems
- Combat Control Systems
- Engagement Systems
- Electronic Warfare Systems
- Combat Systems Engr, Integration, T&E & Assessment

Littoral Warfare Systems
- Mine Warfare Systems
- Amphibious Warfare Systems
- Special Warfare Systems
- Diving and Life Support Systems

Navy Strategic Weapon Systems
- Targeting and Shipboard Subsystems
- Missile and Re-entry Systems
- Weapons System Level Analysis, Testing & Evaluation

Ordnance
- Warheads, Rockets, Ammunition & Other Ordnance Systems
- Energetic Materials
- Ordnance Safety, Logistics & Environmental Technology

USW Command & Control Systems
- Submarine Combat Systems
- Submarine Sonar Systems
- Submarine Imaging and Electronic Warfare
- Submarine Communications
- Surface USW

USW Weapon & Vehicle Systems
- Torpedoes
- Unmanned Undersea Vehicles
- Platform Defensive Systems
- USW Launchers
- Submarine Missile Launcher Integration

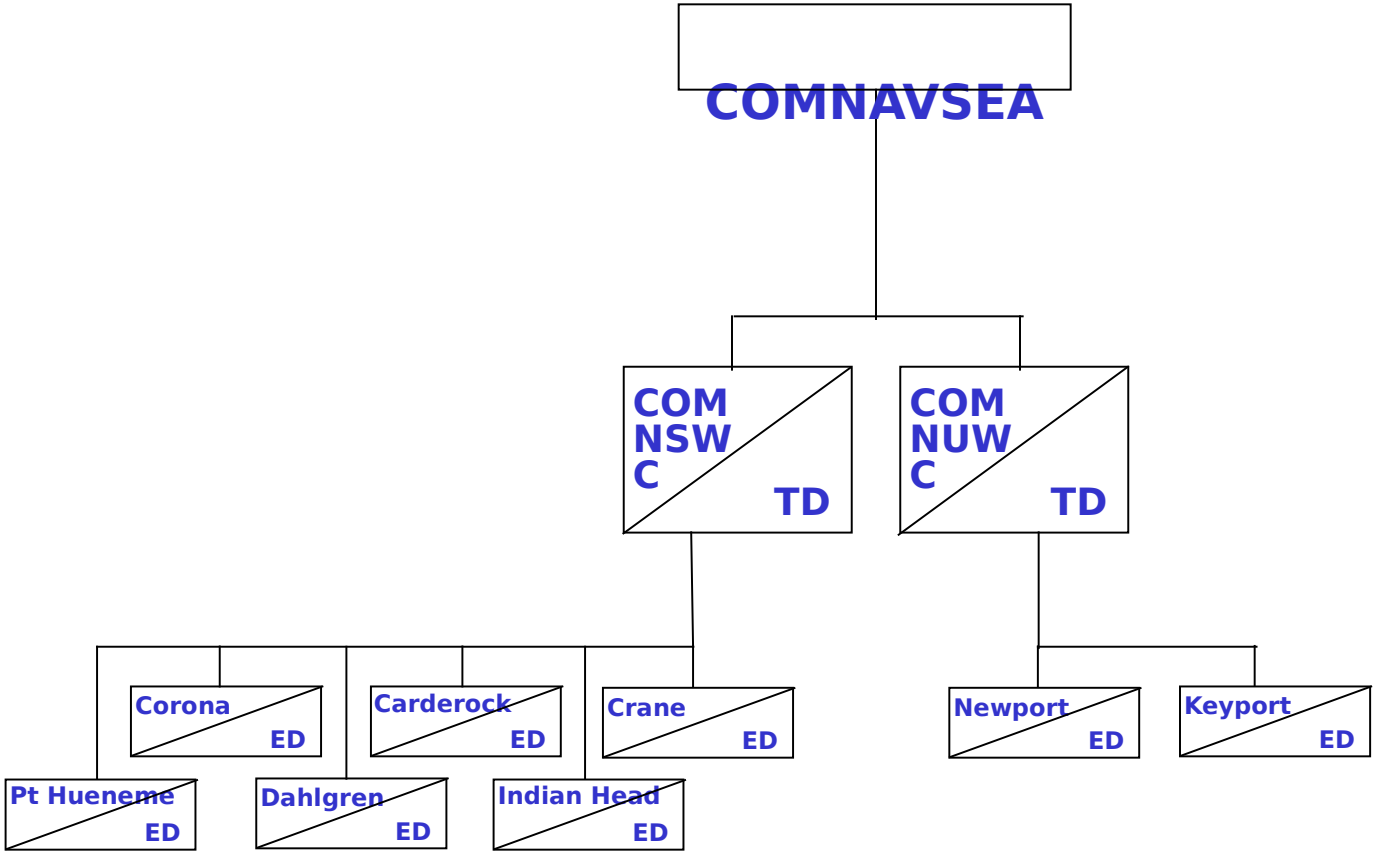
USW Ranges, Analysis & Assessment
- USW Ranges
- USW Analysis
- USW Operational Assessment
- USW Integration

USW Fleet Material Readiness
- Depots
- Obsolescence Engineering

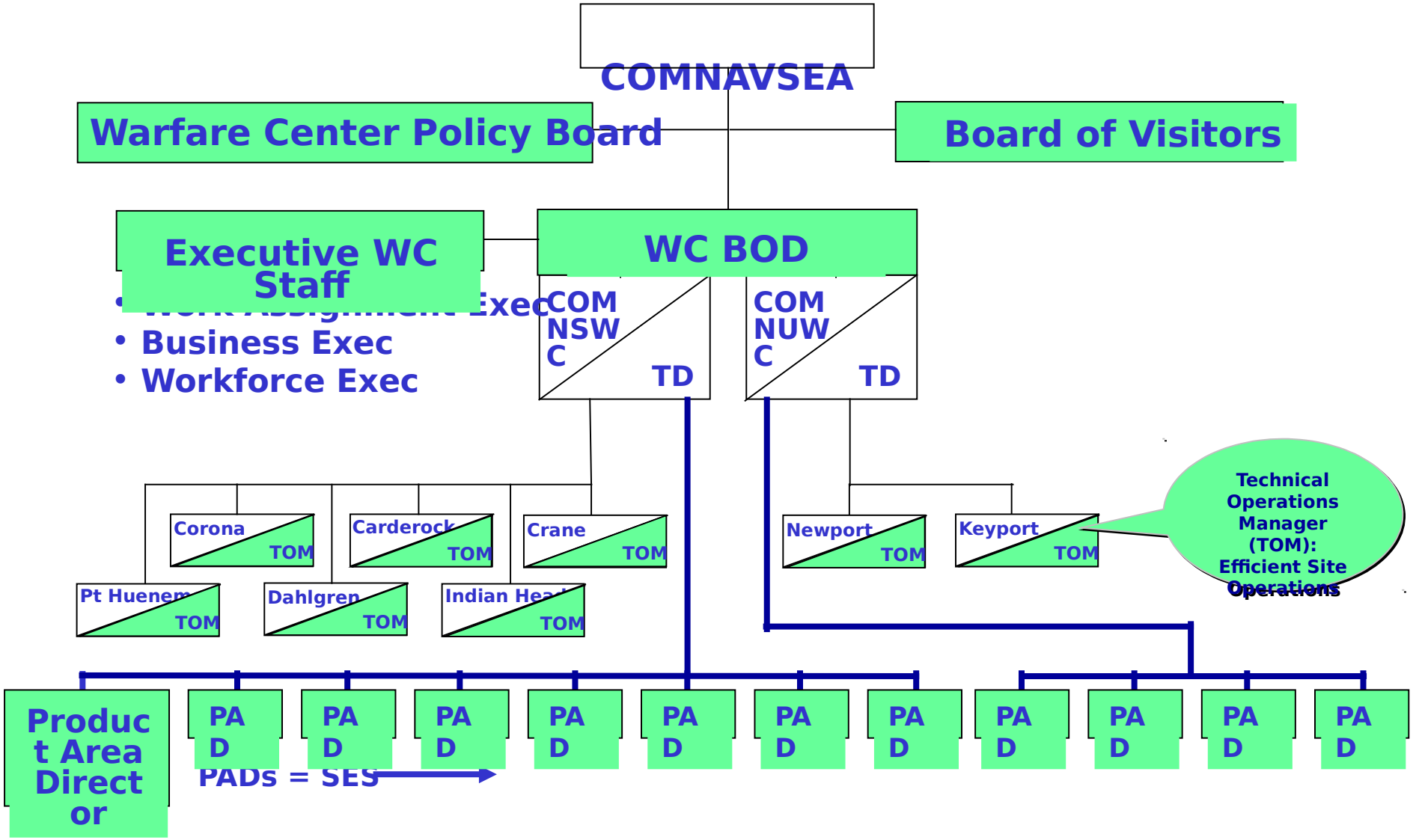
Homeland & Force Protection
- Homeland Security and Measured Response Options
- Force Protection and Chemical/Biological Defense Systems
- Mission Assurance Capabilities

Surface Warfare Logistics & Maintenance
- Performance Based Logistics
- Maintenance Engineering
- Fleet Material Management

NAVSEA – Current Warfare Centers



NAVSEA – Integrated Warfare Centers



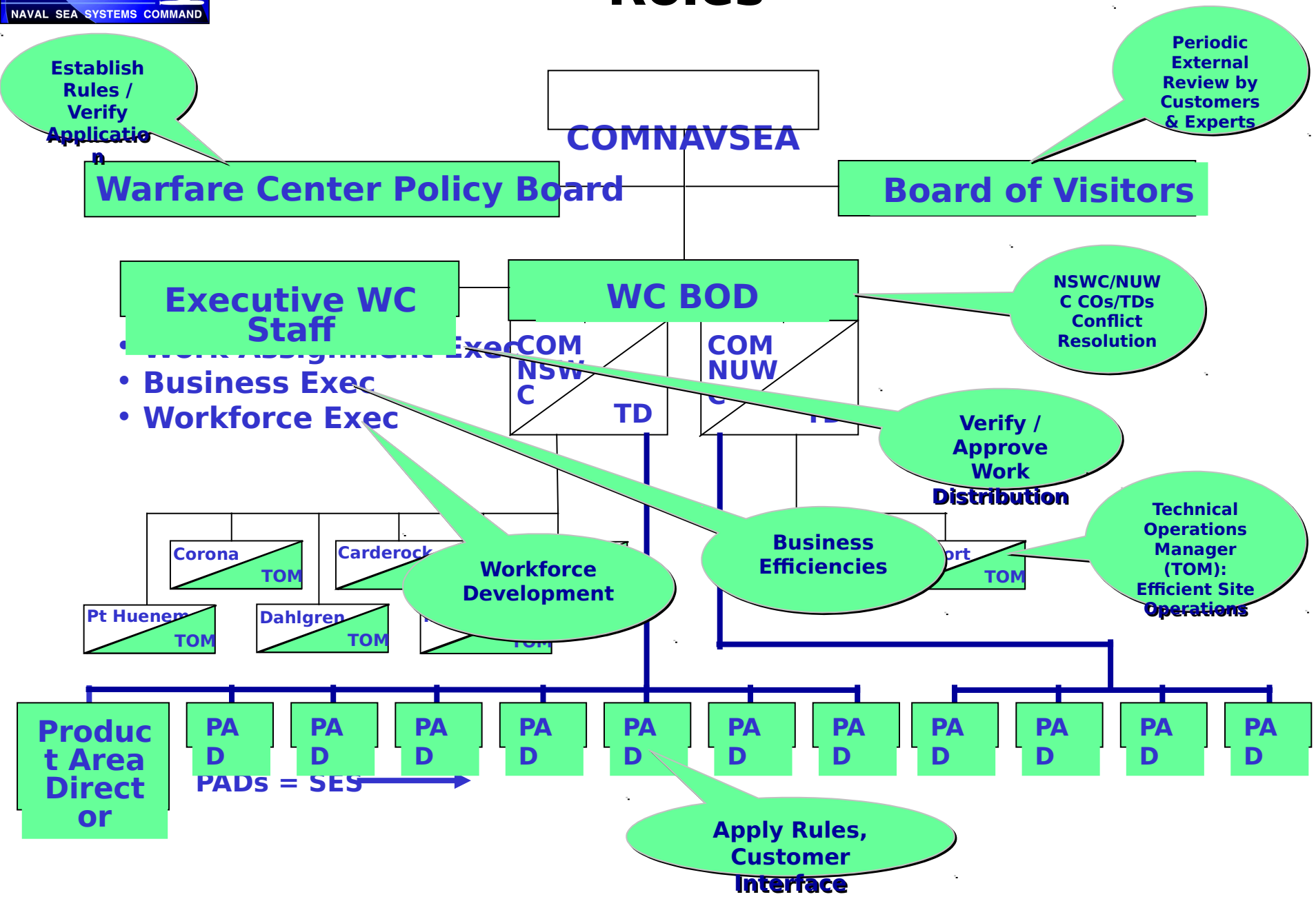
CO/Technical Operations Managers

- **WC Division Commanding Officer reports directly to the respective WC Commander.**

- **The Technical Operations Manager reports directly to the Commanding Officer.**

- **The Division CO and TOM are responsible for:**
  - *Overall operations of their Division*
  - *Work closely with the PADs to ensure a smooth transition from the way WCs are presently operating to future operations under the PAD concept.*
  - *Participate in the development of strategic and business plans, ensuring business planning accounts for site-specific business base/work, revenues/costs, overhead/indirect services, MILCON, people (skills), and investments.*

Roles


Establish Rules / Verify Application
COMNAVSEA
Periodic External Review by Customers & Experts
Warfare Center Policy Board
Board of Visitors
Executive WC Staff
• Business Exec
• Workforce Exec
WC BOD
COM NSWC
TD
COM NUWC
NSWC/NUWC COs/TDs Conflict Resolution
Verify / Approve Work Distribution
Business Efficiencies
Workforce Development
Technical Operations Manager (TOM): Efficient Site Operations
Corona TOM
Carderock
Pt Huenem TOM
Dahlgren TOM
TOM
Product Area Director
PAD
PADs = SES
Apply Rules, Customer Interface

End State Highlights

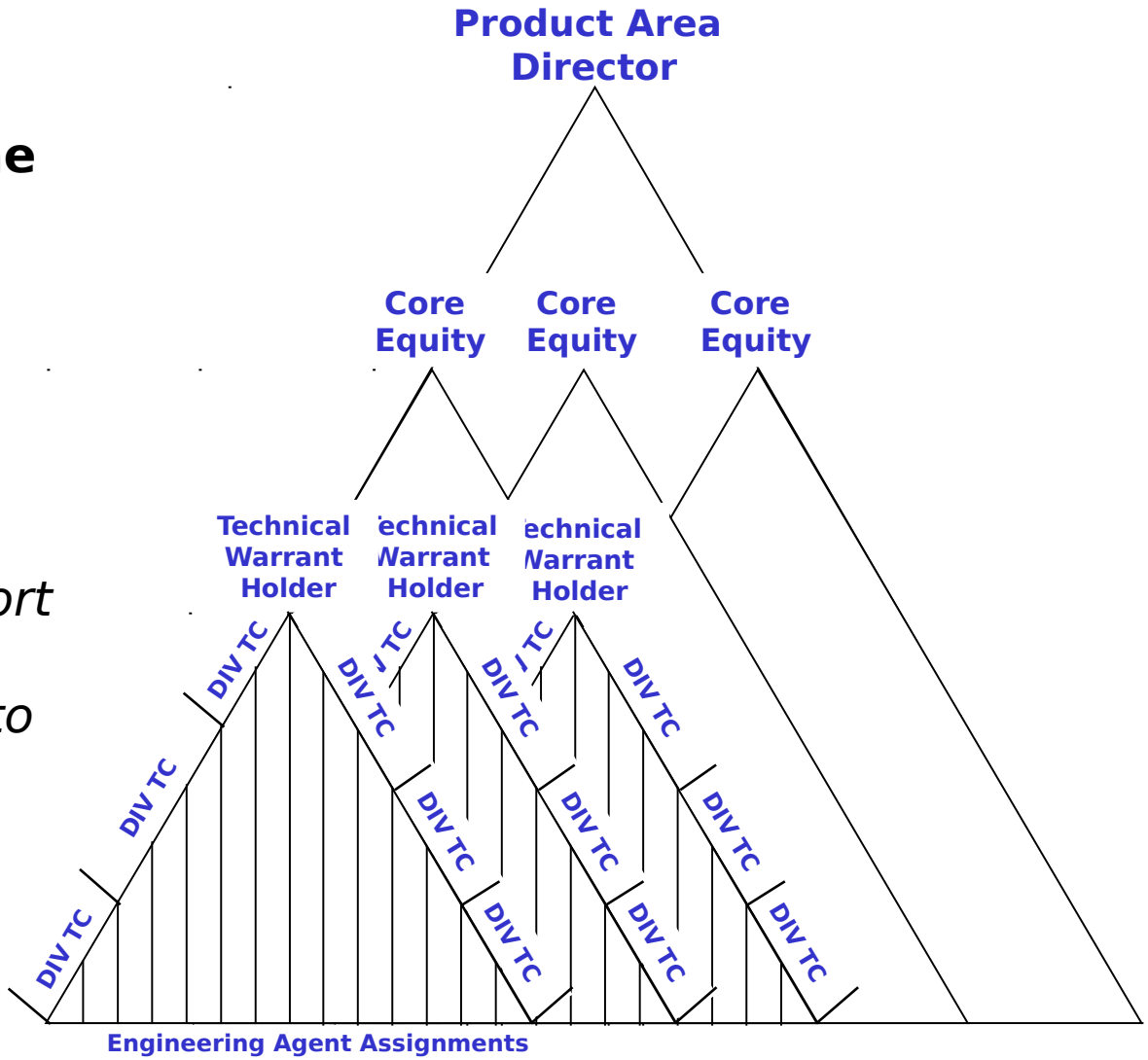
- **Changes**
  - Adds Concept of Product Area management.
  - Rules to govern work assignment.
  - Common business practices across all Divisions.
  - Dedicated Workforce Executive.
  - Independent Warfare Center Board of Visitors.
  - Consolidated and coordinated investments by Product Area.
- **Benefits**
  - Breaks down boundaries by making Command-wide decisions.
  - Instills discipline in what work is accepted and how it is executed.
  - Enable Warfare Centers to meet or exceed Wedge savings.
  - Workforce balanced to workload.
  - Improved credibility of Warfare Center strategic direction.
  - Elimination of unwarranted duplication.
  - Visibility to ensure fulfillment of Sea Power 21.
  - Strengthens Technical Authority.

Make right changes so we can do the right work

Make changes visible and credible

Strengthens Technical Authority

- **The Warfare Centers' alignment builds on the first initiative by:**
  - *Clarifying the responsibility for technical authority.*
  - *Creating a National advocate for Division-specific technical capabilities that support the Warrant Holder.*
  - *Providing a structure to articulate the size the workforce must be, to grow future Technical Authority Warrant Holders.*



DIV TC = Division Technical Capability

Impact on Warfare Centers

- **What is better? Why?**
  - *Provides a systematic approach to work assignment decisions, and shifts the focus of technical leadership from geographic to nationwide level. This will lead to improvements in Warfare Center efficiency and effectiveness.*
- **Will anyone lose a job or will revenue be impacted?**
  - *No one will lose their job nor will Division revenue be affected in the short term. Over time the alignment will give us a rational approach for determining the size the workforce must be to do the work that government must do. We will balance workforce to workload in accordance with funded Navy and National requirements.*
- **Are the bases stronger as a result?**
  - *Will ensure Warfare Centers are aligned with CNO vision defined in Sea Power 21.*
  - *Will establish common, efficient business processes relative to overhead and technical work.*
  - *Will lead to a tighter integration of technical capabilities as sites collaboratively engage customers with better ways to utilize Warfare Center assets.*

Implementation Steps

- **CONOPs completed.**
- **2 of 3 Warfare Center Executive Staff appointed.**
- **Product Area Directors identified. Individual designation letters to be signed by COMNAVSEA.**
- **Congressional notification.**
- **Amend SES PDs.**
- **Update NAVSEA Warfare Centers' Instructions.**
- **Establish rules for work assignment for FY 04.**
- **Align workforce to primary Product Area Director by October 03.**
- **Operational in FY 04.**